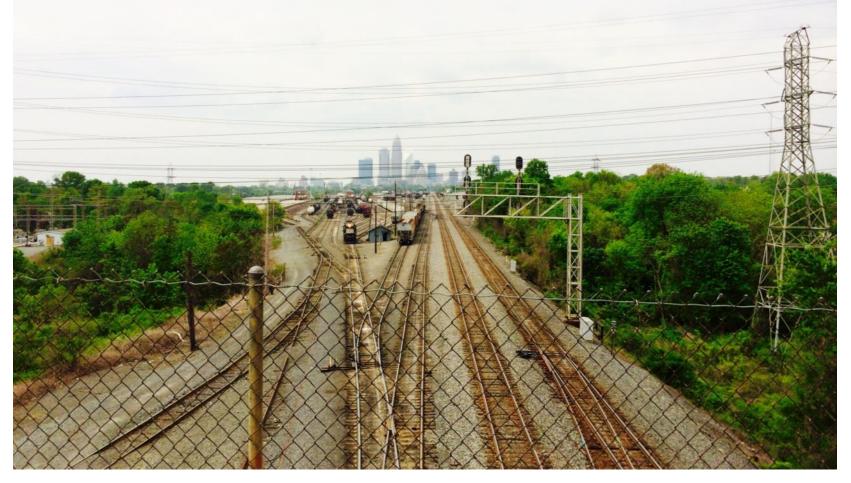
An Advisory Services Panel for Charlotte's North End





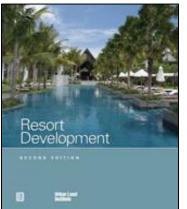
Charlotte, NC April 27 – May 2, 2014

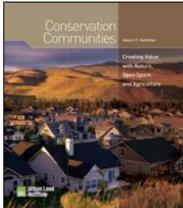
About the Urban Land Institute

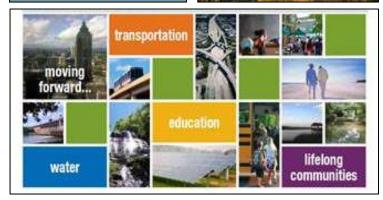
- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 32,000 members worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Services Panels











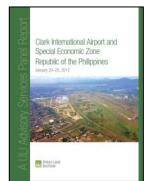
2

The Advisory Services Program

- Since 1947
- 15 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report













The Panel

- Glenda Hood, triSect, LLC, Orlando, FL
- Vicky Clark, London Borough of Haringey, London, UK
- Bob Dean, Chicago
 Metropolitan Agency for Planning, Chicago, IL
- Gayle Farris, GB Farris
 Strategies, Inc., New York,
 NY
- Michael Medick, BSB Design, Inc., Alexandria, VA
- Zane Segal, Zane Segal Projects, Houston, TX
- Stephen Whitehouse, Starr Whitehouse, New York, NY
- Roger Williams, RW & Associates, Potomac, MD







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Thanks to the following sponsors:

- City of Charlotte
- Mecklenburg County
- Mt. Vernon Capital / Vision Ventures
- Foundation for the Carolinas
- The Knight Foundation
- Charlotte Chamber
- Charlotte Center City Partners
- Charlotte Housing Authority
- Charlotte Housing Partnership
- UNC Charlotte Foundation

Special thanks to the following individuals for making this panel possible:

Planning Department Staff:

 Alysia Osborne, Ed McKinney, Catherine Shutts, Kent Main, Evan Lowry, Michelle Barber, Martha Grayson

Corporate Communications:

Sherry Bauer, Wendy Bing, Kenneth Brown, Traci Etheridge

Charlotte Area Transit (CATS):

Pamela White, Catricia Hancock, Sharon Boyd

Applied Innovation Corridor Working Group:

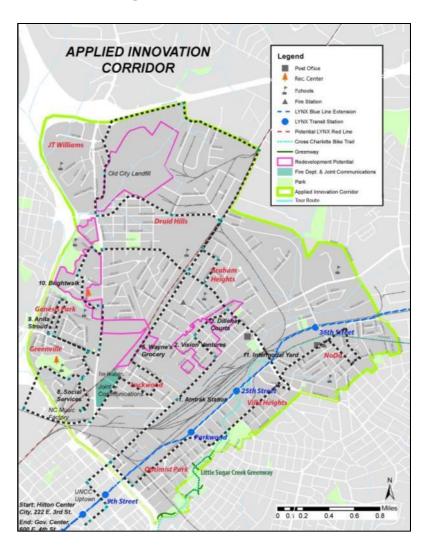
Tim Greene, Johanna Quinn, Norm Steinman, Brad Richardson,
 Pamela Wideman, Richard Petersheim, Donald Santos, Barry Shearin,
 Julie Porter, Jeff Meadow, David Czerr, Tony Korolos, Carol Hardison,
 Emma Littlejohn, Julia Simonini

ULI Charlotte:

Theresa Salmen



The Study Area





Panel Assignment

- 1. Assess the feasibility of the "innovation corridor" concept being used as a land development and neighborhood revitalization strategy.
 - a) How should we focus/apply a Charlotte-based "innovation corridor" strategy based on the successes of other places?
 - b) How can we create the environment to attract start-ups and expanding firms in innovative industries?
 - c) What types of industries and partnerships should we pursue?
 - d) How can private land owners and residents help to foster this theme and encourage the growth/expansion of the concept in this area?



Panel Assignment

- 2. What types of supporting uses and development, including affordable housing (new construction and preservation of existing housing stock) should be pursued and what type of funding mechanisms and/or development incentives should be pursued to facilitate the recommended land use vision?
 - a) What types of public amenities will foster a vibrant business and neighborhood environment?
 - b) Are there specific catalyst sites best suited to facilitate this environment?



Panel Assignment

- 3. What types of public investment will best catalyze private investment?
 - a) Are these the right investments?
 - b) What should come first?
 - c) Are there additional investments we should consider?



The Queen City's Legacy



































The Difficult Questions

- 1. What will our new leadership model look like?
- 2. Who will rise to the top as our most significant economic generators and how do we capitalize upon their presence in the region?
- 3. What is our new vision?
- 4. How do we make certain that Charlotte's future includes and benefits all people?

Charlotte's Citizens = Valued and Engaged





Some Bold Ideas

- Street network
- Amtrak Station
- Potential clusters
- Collaborative knowledge center
- Human capital
- Redevelopment corporation



Panel Context



Key Features of the North End Study Area

- Proximity to Uptown
- Established Neighborhoods
- Working Class Community

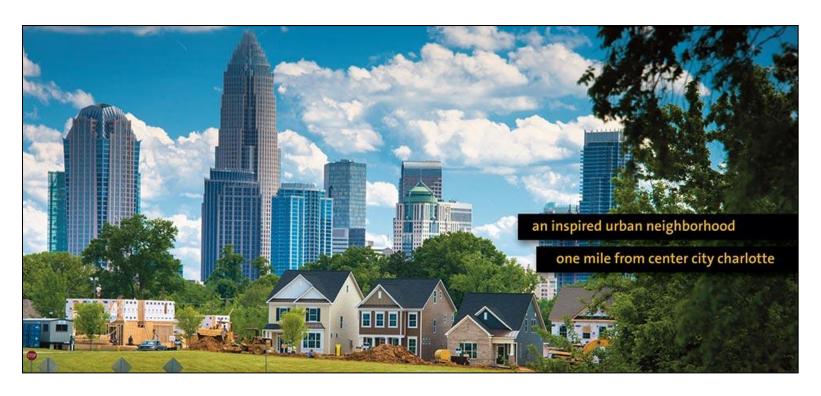






Living in the Study Area Today

- Brightwalk development
- New Fire Department headquarters
- High unemployment
- Concerns about safety and crime



Community Strengths

- Centrally located
- The Blue Line light rail
- Increasingly mixed income







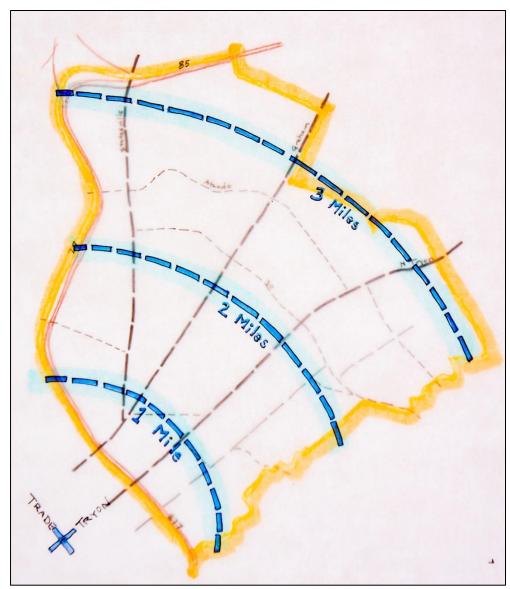
Opportunities and Challenges Generated by the Proposed Applied Innovation Corridor

- Improved transportation
- New retail stores and other amenities
- Jobs
- Increased employment training opportunities
- Development of market-rate and workforce housing
- Unintended consequences



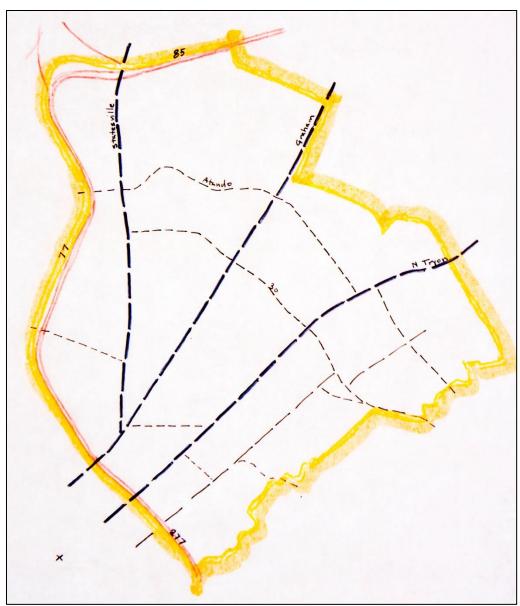
Study Area Features and Principles: Proximity

- Nearest edge: 3000 feet from Trade & Tryon
- Furthest edge: 3.3 miles from Trade & Tryon
- Proximity enables an array of urban uses and multiple transportation choices



Study Area Features and Principles: Connectivity

- Surface arterials: North Tryon, Graham, Statesville
- Transit/Rail: Blue
 Line extension,
 Amtrak, planned Red
 Line
- Bus lines on all major arterials



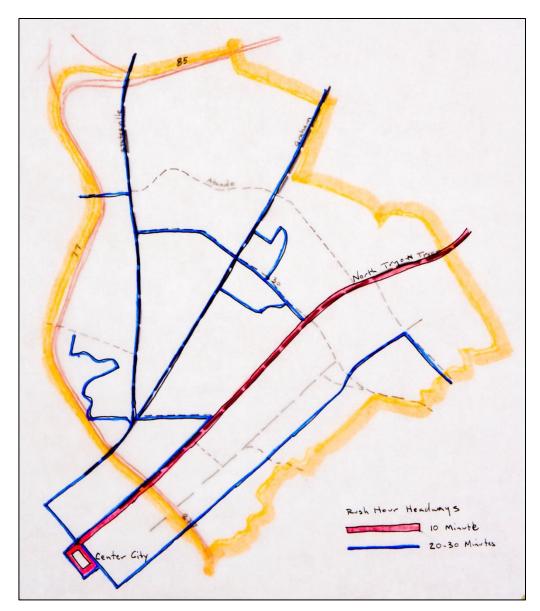
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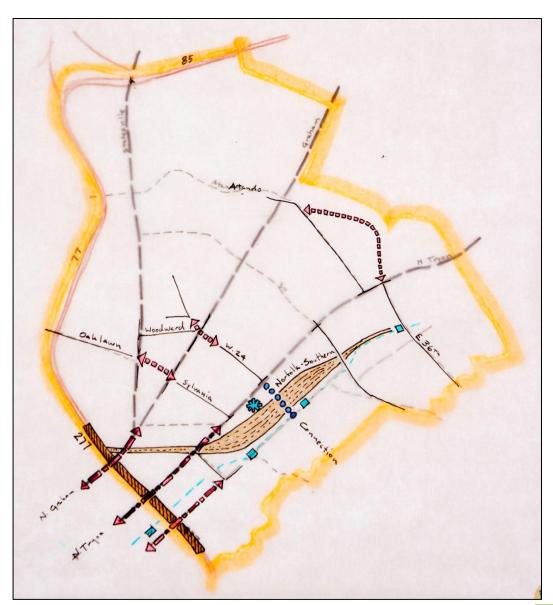
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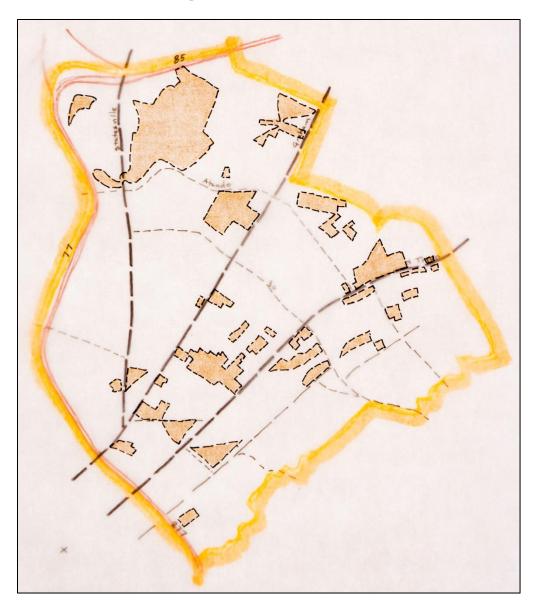
Study Area Features and Principles: Barriers

- I-277 and parallel rail lines between Uptown and North End impact on pedestrian environment
- Norfolk Southern switching yard
- Limited crossings of interstates on north and east of district
- Surface roads gaps in east-west through routes



Green Infrastructure: Availability

- Significant vacant and underutilized land within North End
- Potential for gamechanging redevelopment



Green Infrastructure: Equity & Safety

Equity

- Existing residential areas are preserved and respected
- Affordability incorporated into new residential
- Ongoing intervention and support services to maintain community



Green Infrastructure: Opportunity, Flexibility & Urban Vitality

Opportunity

 An array of potential sectors and activities suitable for area

Flexibility

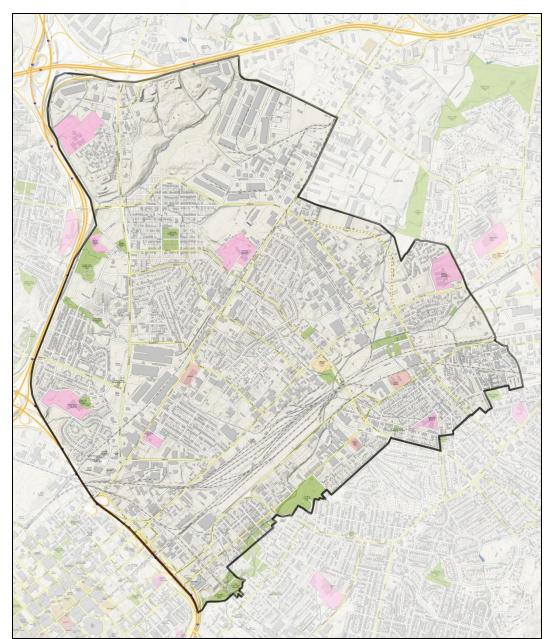
 Strong urban structure enabling multiple uses and building types

Urban Vitality

 Viable goal for a vibrant, walkable, fullservice urban neighborhood



Study Area





Diagrammatic Site Plan

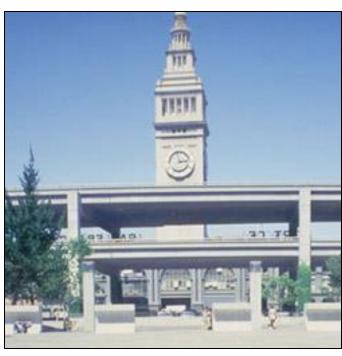




Embarcadero Freeway – San Francisco, CA

Freeway – Before Removal





Embarcadero Freeway – San Francisco, CA

Former Freeway - After

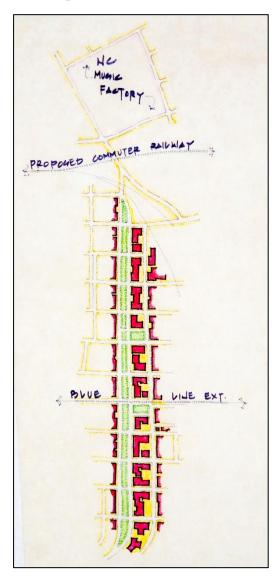


Embarcadero Freeway – San Francisco, CA

Former Freeway - After

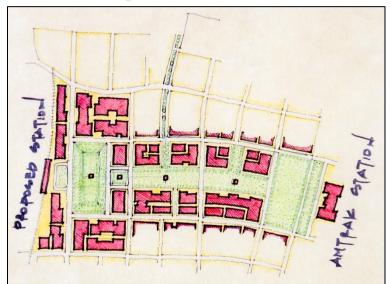


Proposed Removal of I-277 along District Boundary

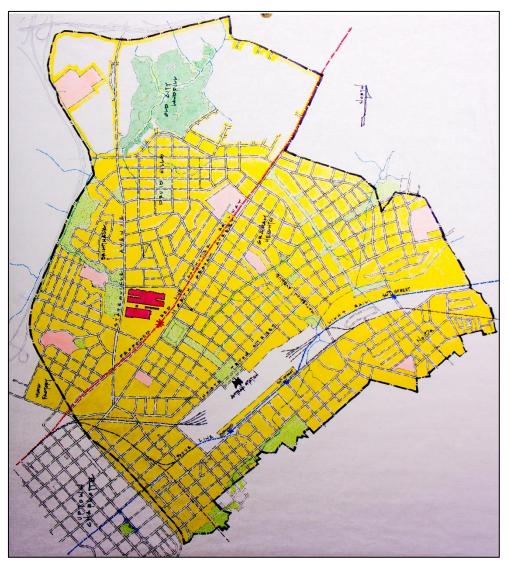




Civic Space







Civic Space – Amtrak Station











Civic Space



Redevelopment Possibilities – Hercules Industrial Park





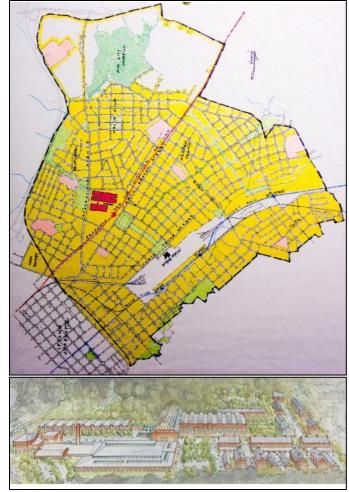






Conceptual Redevelopment of Hercules Industrial Park with Link to Civic Space





Redevelopment Possibilities – Hercules Industrial Park



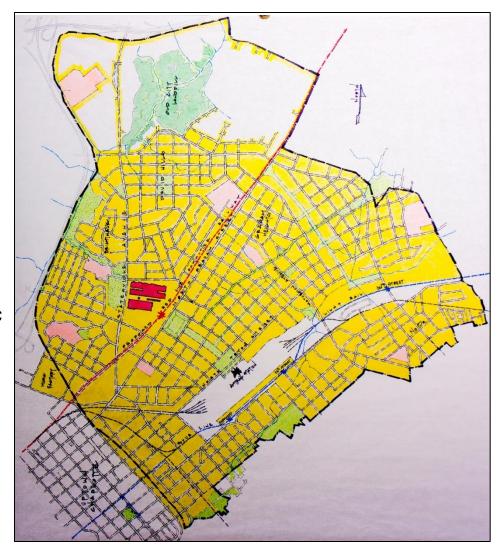






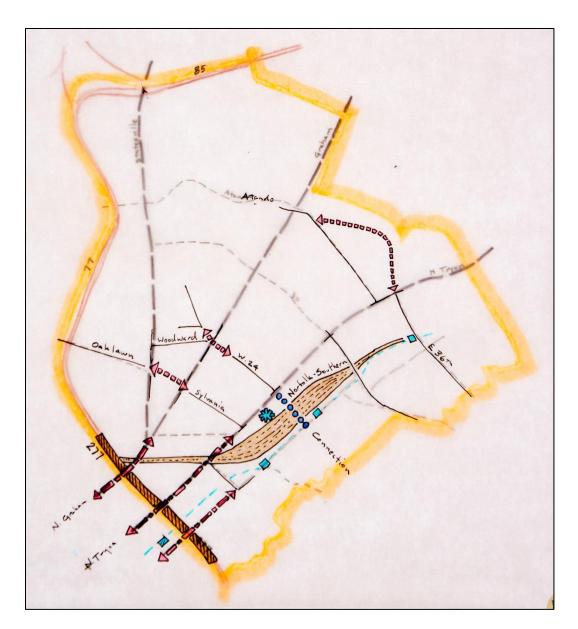
Land Use Characteristics

- Mixed-use, urban area with balance of housing and jobs
- Full range of employment, retail, residential
- Variety of housing types and price points
- Parks and green areas that emphasize connectivity and civic space
- Note focus south of Atando Avenue
- Little is permitted by current zoning



Multimodal Connectivity

- Connectivity to Uptown
- Extend benefits of light rail to rest of North End, including Amtrak Station
- New bridge over Norfolk Southern rail yard
- Improve internal circulation with new road connections



Public Transit

- Establish North End as green, sustainable area with multimodal transportation
- Transit must attract new employees and residents
- Explore shorter-term alternatives to commuter rail
- Consider upgraded stops, real-time arrival information, specialized vehicles, similar enhancements

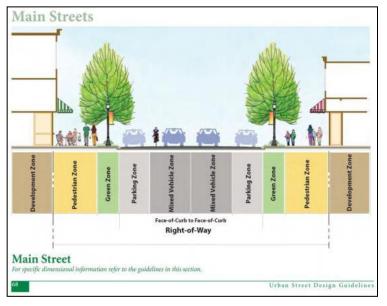


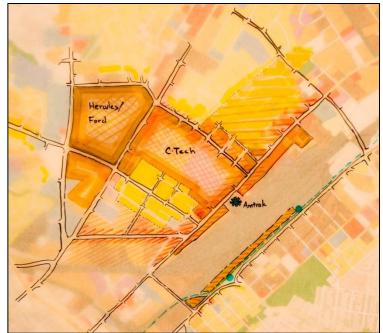




Complete Streets

- Emphasize multimodal connections within study area, to Uptown, and to light rail
- Positive city policy and recent road diet projects
- Prioritize streetscaping improvements to leverage private investment
- Need for bicycle connectivity east-west across North End
- Parking as key element manage it proactively

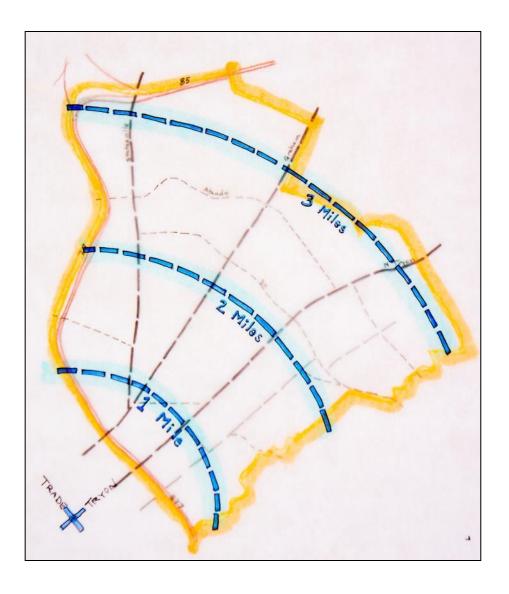






Innovative Transportation

- New modes of transportation complement North End's tech cluster
- Support alternative fuel vehicles
- Expand bicycle sharing as development occurs
- Introduce car sharing already exists in other parts of North Carolina



Center City 2020 Vision Plan

Basis for the Applied Innovation Corridor

From South End through Center City to UNCC

Study Area is the North End:

- Walkable "urban industrial park" with distinctive neighborhoods
- Fostering creativity, innovation and entrepreneurship
- Exciting living and working experience / leverage TOD







Existing Space Within 5.6 square-mile Study Area

Industrial – 2.6 million square feet, 5.6% vacant

 Storage, distribution, manufacturing – heavy truck use

Retail - 77,500 square feet, 24.7% vacant

- Food and retail desert
- Amenity desert hotels, hospitals, services

Flex - 285,000 square foot - 4.1% is vacant

No significant office buildings

Residential

- Stable older neighborhoods
- Few new-construction apartments





Elements Needed

- Groceries
- Pharmacies
- Neighborhood service retail
- Food-and-beverage outlets
- Hospitality
- Educational facilities
- Medical services
- Mixed-income and market-rate residential
- Offices and flex space
- And more

Existing Anchors

- NC Music Factory
- Brightwalk
- Oaklawn
- NoDa
- Blue Line extension and stations





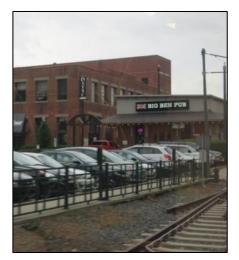






Industry Sectors Appropriate to Populate Study Area

- Creative sector
- Food sector
- Technology sector









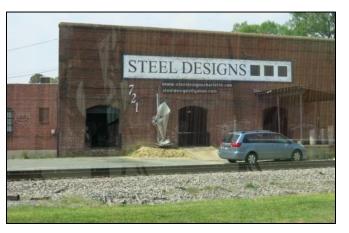


Creative Flex Spaces

- Artist / photographer / architecture studios
- Galleries / exhibition spaces / showrooms
- Maker spaces / craft studios / fashion / furnishings
- Live-work / co-working / retail / restaurants
- Advertising / marketing / graphics / software / gaming / industrial design
- TV / film / media
- Professional services to creative cluster









Food Sector Facilities

- Community gardens / greenhouses / kitchen / grocery
- Farmers' market / demonstration farm / localsourced food
- Food truck lots / restaurant row / commercial food production and sales
- Craft breweries and wineries
- Clubs / pubs / cafes /
- Specialty foods
- Pop-ups





Urban La Institute

Advisory Services Program

Critical Champions for North End

- City, county, school system, and housing authorities
- Economic development and Chambers
- Foundations
- Corporations
- Business leaders and organizations
- Land owners
- Developers
- Residents
- Universities and research institutions
- Healthcare
- ULI District Council & Young Leaders







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The Promise for Charlotte's North End Tech Cluster

live / learn / work / play

Knowledge Cluster Vision

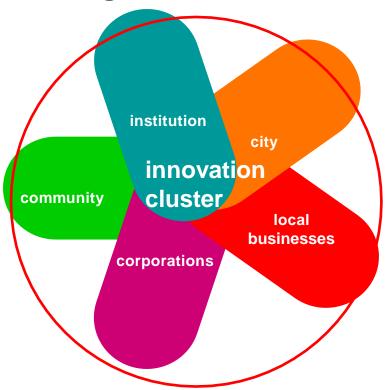
http://www.youtube.com/watch?v=I6peAaD avo#t=10



The Promise for Charlotte's North End Tech Cluster

live / learn / work / play

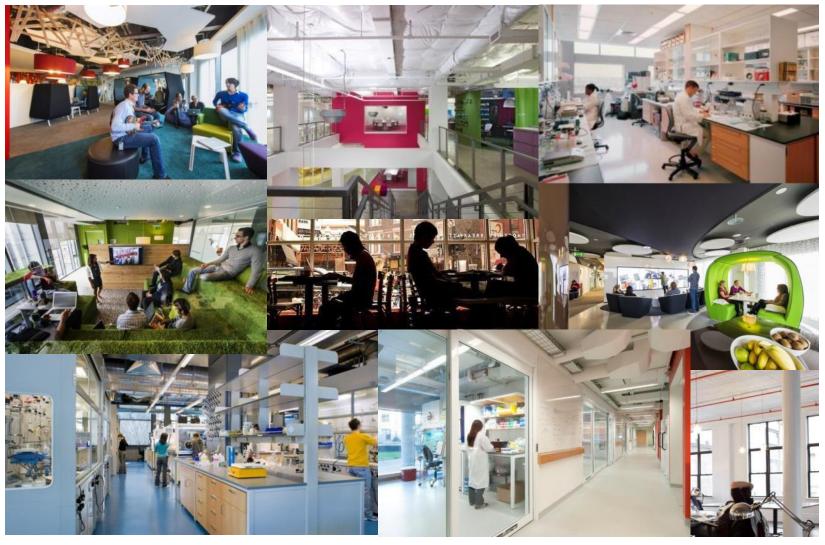
Knowledge Cluster Vision



Planning requires a new lens on work culture, work facilities, and urban living



Work Redefined: Tech-Savvy, Collaborative, Open, People-Dense, Flexible ...



Work & Play... Social Networking EVERYWHERE





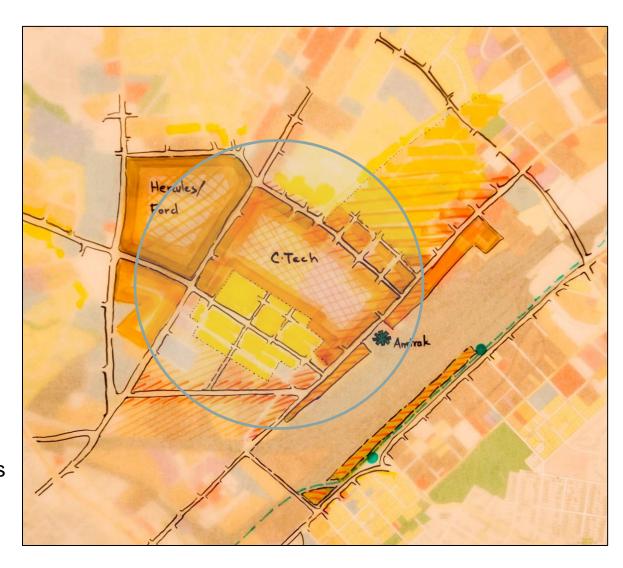
Initial North End Development

Resources

- Large property owners
- 1 M SF Existing
- 150 200 acres

Potential Cluster Drivers

- UNCC tech transfer
- Idea Lab
- Tech offices & HQ
- R&D and research
- New Dillehay residential
- Amtrak retail & amenities
- City infrastructure projects



Creating the Right Facilities, Right Terms

Requires Public Private Partnerships economic support

Lease Terms

- Short and long
- Affordable rents
- Expansion space

Space for startups → large corporate facilities

- Flexible building
- Intensive power loads
- Intensive IT infrastructure











PPP Knowledge Cluster Acceleration

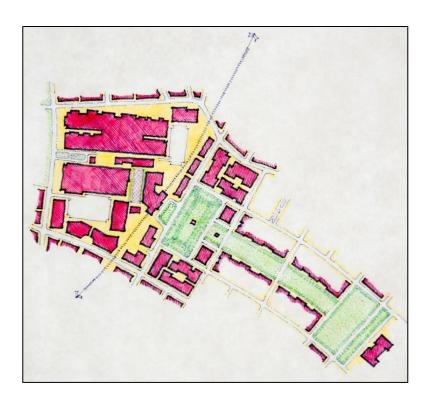


Create and market a North End "CTech" Brand

TECH CLUSTER

- City acquisition of Rite Aid to complete Hercules Industrial Park
- Create gap funding capital pool to make rents affordable

PPP Knowledge Cluster Acceleration



NORTH END HOUSING & AMENITES

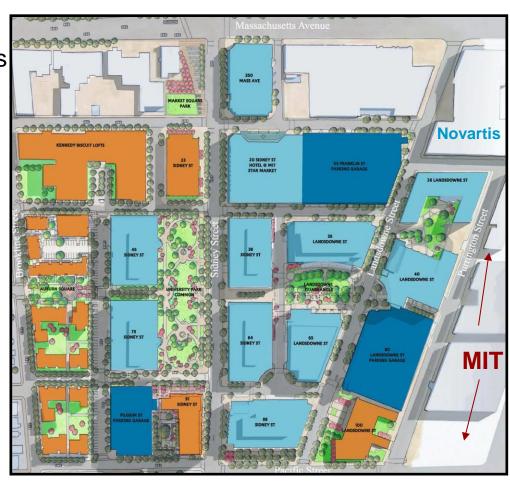
- Re-envision new Dillehay Court: higher-density mixed-income, mixed-use
- Retain/enhance Amtrak Station and adjacent land as district anchor

CTech Model: University Park at MIT

- City MIT Developer PPP
- 27-acre, master planned campus
- Three-acre urban park system

2.3 MSF

- 1.5 MSF lab/tech office space
- 674 residences
- 210-room hotel & conference
- 75,000 SF restaurants, retail & childcare, health club & grocery
- 2,600 shared-use parking spaces / low-ratio



A Vibrant Mixed-Use Community



Lofts



Hotel & Conference



Midrise Housing



Family Housing



Child Care



2nd Level Grocery

University Park Knowledge Cluster



Genzyme/Acambis



Partners HealthCare System – Research Center



Alkermes, Inc. - HQ & Research Facilities



ARIAD & Aventis Pharmaceuticals



Millennium (Takeda) Research Building



Novartis Research Facilities



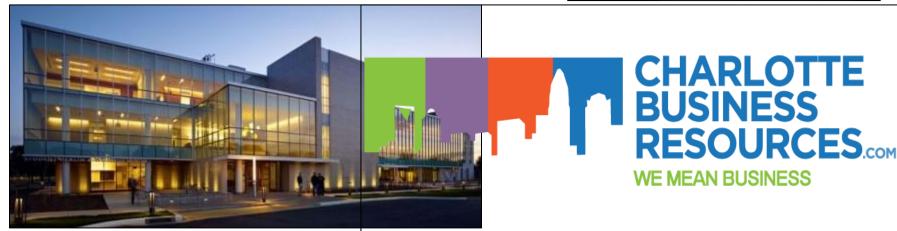
Millennium (Takeda) Corporate Headquarters & Research Building



Making North End Work For Everyone

- Community safety and homelessness
- Responsible redevelopment
- Inclusionary zoning
- Social infrastructure
- Community planning
- Skills and education
- Fostering local entrepreneurship







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The New North-Enders

and how they will want to live

- Established residents, international workers, students, entrepreneurs, artists, technicians, managers....
- Inclusive collaborations
- Walking and cycling through accessible streetscapes
- Enjoying a mix of recreational uses and facilities
- With good public transport links to further afield
- And lots of jobs at all levels







- + Vision
- + Leadership
- Communication
- + Engagement
- + \$\$\$ Investment

SUCCESS



North End Redevelopment Corporation

Responsibilities

- Expedite zoning and development approvals
- Leverage public and private investment
- Foster high-level strategic collaborations
- Establish land banking leading to catalytic development
- Develop a land trust
- Promote the holistic redevelopment of the North End area



"Innovation is the specific instrument of entrepreneurship...the act that endows resources with a new capacity to create wealth."

– Peter Drucker

"It's about the people you have, how you're led, and how much you get it."

- Steve Jobs

"Make no little plans; they have no magic to stir men's blood."

- Daniel Burnham



Thank you to EVERYONE who participated!

The Honorable Michael Barnes | John Allen, Mecklenburg County | Councilman Al Austin | Kim Barnes, City of Charlotte | Michael Barnes, City of Charlotte | Nicole Bartlett, Arts & Science Council | Jeb Blackwell, City Engineering | Frank Blair, Library Operations | Gene Bodycott, Ayrsley Development | Charles Bowman, Bank of America | Debra Campbell, City of Charlotte | Ron Carlee, City of Charlotte | Ashley Conger, E4 Carolinas | Geoffrey Curme, Vision Ventures | Scott Cole, NCDOT | Mike Davis, NCDOT | Christopher Dennis, Lockwood Neighborhood Association | Dena Diorio, Mecklenburg County | Fred Dodson, Charlotte Housing Partnership | Betty Doster, UNCC Urban Design | Carolyn Flowers, City of Charlotte | Mike Flynn, Charlotte Regional Partnership | Commissioner Trevor Fuller, Mecklenburg County | Jose Gamez, UNCC Urban Design | Lt. Norman Garnes, CMPD | Daryl Gaston, Druid Hills Community | Roger Grosswald, property owner | Tim Greene, City Engineering Program Manager | Ted Greve, North End Partners | Stuart Hodgeman, North End Partners | David Howard, Charlotte Housing Partnership | Simon Esmail, property owner | Andrew Jenkins, KARNESCO | Lee Jones, Mecklenburg County Parks & Rec | Lee Keesler Jr, Charlotte Mecklenburg Library | Ron Kimble, City of Charlotte | Tony Kuhn, Vision Ventures | Marv Beth Kumanovich, Littlejohn Group | Dennis LaCaria, Charlotte Mecklenburg Schools | David Laren, Tryon Development Group | Noah Lazes, Ark Group | Emma Littlejohn, Littlejohn Group | Carol Lovins, Carolina Healthcare System | Melissa Lowe, Park at Oaklawn | Robby Lowe, Balfour Beatty | Vi Lyles, City of Charlotte | John Mackey, Discovery Place | Ed McKinney, City of Charlotte | Greg McTigue, CMPD | Bruce Major, Sugar Creek Charter School | Fulton Meachem, Charlotte Housing Authority | Jeff Meadows, Charlotte Housing Authority | Andy Mock, CATS | Bob Morgan, Charlotte Chamber | Dale Mullennix, Urban Ministry Center | Patrick Mumford, Neighborhood Services | Tom Murray, Charlotte Regional Visitors Authority | Cheryl Myers, Charlotte Center City | Brian Nadolny, Charlotte Area Transit System | Dionne Nelson, Planning Commissioner, Laurel St. | John Nichols, The Nichols Company | Susan Patterson, The Knight Foundation | Richard Petersheim, LandDesign | Councilman Greg Phipps | Robert Phocas, N&BS | Colin Pinkney, Harvest Center | Danny Pleasant, City of Charlotte | Julie Porter, Charlotte Housing Partnership | Allison Preston, Charlotte Housing Authority | Paul Picarazzi, Vision Ventures | Heidi Pruess, LUESA Environmental Health | Brad Richardson, City of Charlotte | Dennis Richter, ULI Charlotte | Dan Roselli, Packard Place | Terry Shook, Charlotte Housing Partnership | Lucille Smith, Greenville Neighborhood | Michael Smith, Charlotte Center City | Charles Thrift, Real Estate Broker | Daniel Valdez, Crisis Assistance Ministry | Mary Vickers, Central Piedmont Community College | Tina Votaw, Charlotte Area Transit System | David Walters, UNCC Urban Design | Curt Walton, Foundation for Carolinas | Tom Warshauer, City of Charlotte | Nancy Welsh, Builders of Hope | Pam Wideman, City of Charlotte | Bob Wilhelm, UNCC | Lloyd Yates, Duke Energy |



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